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THE ARMY BUDGET

**1999 President's Budget
Assistant Secretary of the Army for
Financial Management and Comptroller
April 1998**

**America's Army:
One Team, One Fight, One Future**



READINESS



MODERNIZATION



FORCE STRUCTURE



QUALITY of LIFE

The Army Budget

Preface

The Army Budget "Green Book" is prepared by the Army Budget Office, Office of the Assistant Secretary of the Army for Financial Management & Comptroller, Headquarters, Department of the Army, Washington, D.C. 20310-0109, commercial telephone number (703) 697-6241, DSN 227-6241. Its purpose is to provide the Army leadership, OSD and members of Congress and their staffs a reference to the Army's FY 1999 Budget Request (President's Budget) as submitted to Congress on February 3, 1998. It is not intended to be used as a substitute for the official budget submission. The following clarification of information in the "Green Book" is provided:

- The FY 1997 information reflects actuals and represents the FY 1997 column of the FY 1999 President's Budget.
- The FY 1998 information represents the FY 1998 column of the FY 1999 President's Budget.
- The FY 1999 information represents the Army's request to Congress for the budget year.
- All dollar figures represent Total Obligation Authority (TOA) in current dollars, unless stated otherwise on individual charts.
- Number totals on some charts may not add due to rounding.
- Questions concerning the source or interpretation of the information in this booklet may be directed to the Budget Formulation Division, Army Budget Office (SAFM-BUC-F), at Commercial (703) 697-6241 or DSN 227-6241.

This year's Green Book is available electronically on
our World Wide Web site at
<http://www.asafm.army.mil/budget/ArmyBudget.htm>
PAPER COPIES OF GREEN BOOK ARE NO
LONGER AVAILABLE THROUGH
DISTRIBUTION.

FY 1999 ...

The FY99 budget reflects a balanced assessment of the Army's needs and priorities. It seeks to preserve readiness, enhance modernization, integrate the force structure, and maintain quality of life. It makes significant progress toward fully digitizing the Army. It sustains and propels the force structure in the direction of a more "seamless" Total Army, seeking improvements in AC/RC integration and communication. It continues to focus on maintaining quality of life for soldiers and their families. The FY99 budget also reflects the Army's continuing effort to seek efficiencies and savings through competition and reductions in obsolete infrastructure. Once achieved, these savings can be harvested and reinvested to improve readiness, modernization, and soldiers' quality of life.

The Army has worked hard to achieve a balance between readiness and modernization. This has been a substantial challenge in FY99. Nevertheless, the Army's commitment to soldiers remains steadfast. The Army continues the fight to provide them the best quality of life, the toughest, most realistic training, and the most capable equipment in the world.

The Army Budget

The Army Vision 1

Strategic Force 5

Resource Overview 17

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The Army Vision

The World's Best Army, a Full Spectrum Force. Trained and Ready for Victory. A Total Force of Quality Soldiers and Civilians

- **A Values-Based Organization**
- **An Integral Part of the Joint Team**
- **Equipped with the Most Modern Weapons and Equipment the Country Can Provide**
- **Able to Respond to Our Nation's Needs**
- **Changing to Meet Challenges of Today . . . Tomorrow . . . the 21st Century**

**America's Army: One Team, One Fight,
One Future**

Achieving Our Vision



- **The Creation of a Modernized, Networked, and Digitized Force Capable of Meeting Our Nation's Security Challenges . . .**



- **A Total Force Capable of Executing the Full Spectrum of Operations While Protecting and Preserving Our Most Precious Resource-- America's Sons and Daughters--Our Soldiers . .**

2

The Way Ahead

➤ **Army Readiness**

- Funding Anticipated Deployments Preserves Readiness
- Readiness Becomes the First Casualty of Failed Efficiencies
- Training - Ensuring Our Forces Are Ready to Go All the Time

➤ **Key Modernization Programs**

- Networking and Digitization
- Combat Overmatch
- Recapitalization
- ARNG and USAR Transformation

➤ **People**

- Balanced End Strength, PERSTEMPO, and Resources
- Adequate and Predictable Quality of Life

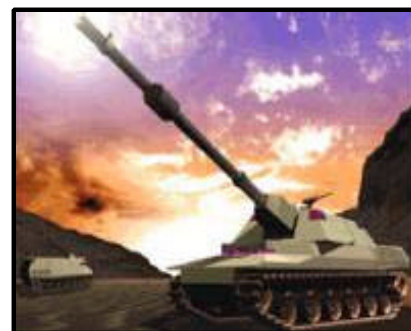
Readiness is Our #1 Priority

- **Maintain O&M Account Balance**
 - OPTEMPO funding meets National Military Strategy and Defense Program Guidance with Risk
 - Base Support Is Underfunded
- **Fund Anticipated Deployments**
 - Reimbursements for Deployments Must Be Timely
 - Unanticipated Deployments Always Cost Us Money--Readiness Accounts Are Typically the Billpayers
- **Maintain Efficiencies**
 - \$1.3B in Planned FY99 Savings--Budgeted Investments to Realize These Efficiencies

Readiness

3

Modernization Equals Future Readiness



- **Continue Funding for Major Programs**
- **Increase Funding for Digitization Strategy**
- **Increase Funding for RC Modernization**

People



- **We Have Sized the Force to Meet Our Commitments--Matching Appropriations to Authorizations Provides Balance**



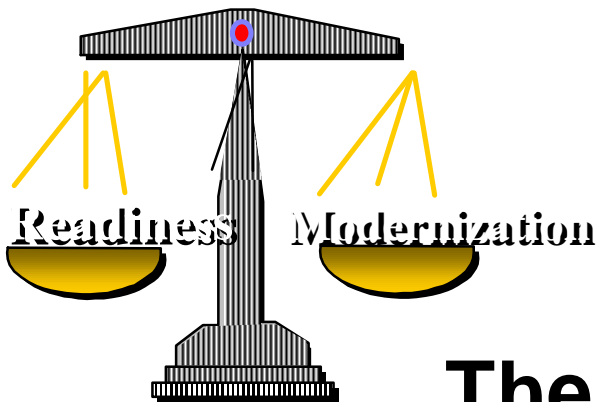
- **Adequate and Predictable Quality of Life**

- Pay and Entitlements
 - Housing (Family and Single-Soldier)
 - Quality Medical Care
 - Keep Faith with Army Retirees

They Have Responded When Needed -- We Must Support Them

4

Quality of Life



The Bottom Line



- **Matching Resources with Strategy will enable the Army to Balance Readiness and Modernization and Meet National Military Strategy Objectives**

Strategic Force

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Combat Force Structure page 6

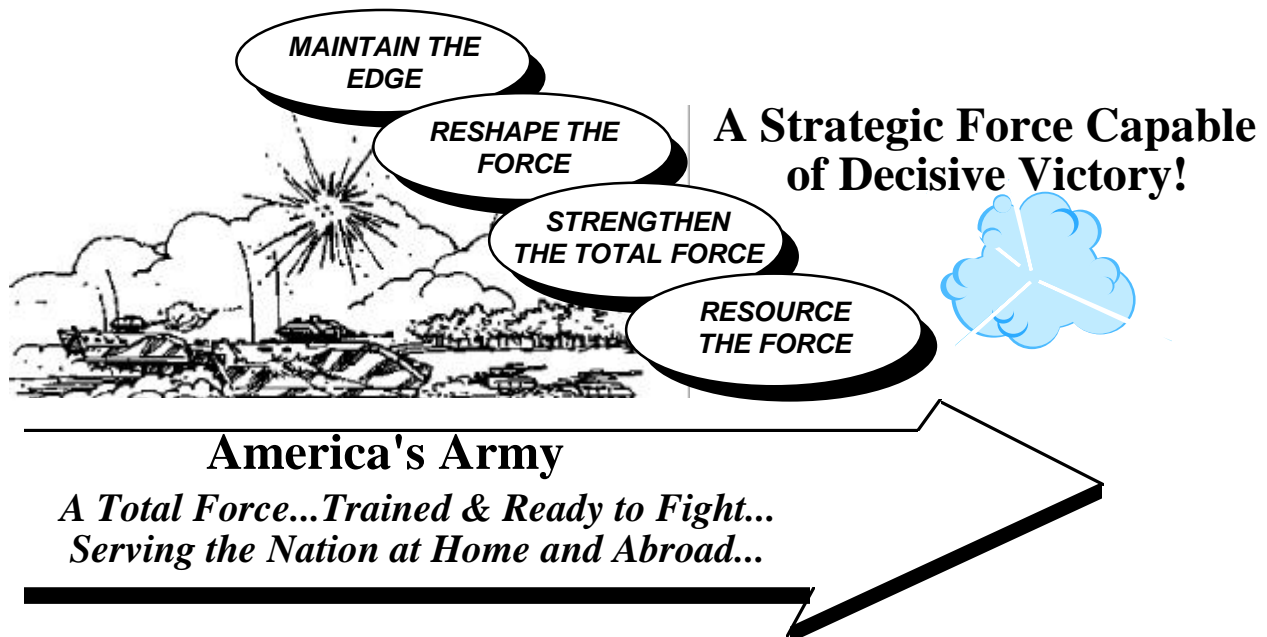
Power Projection page 8

The Total Army page 10

Active Component page 11

Civilian Component page 12

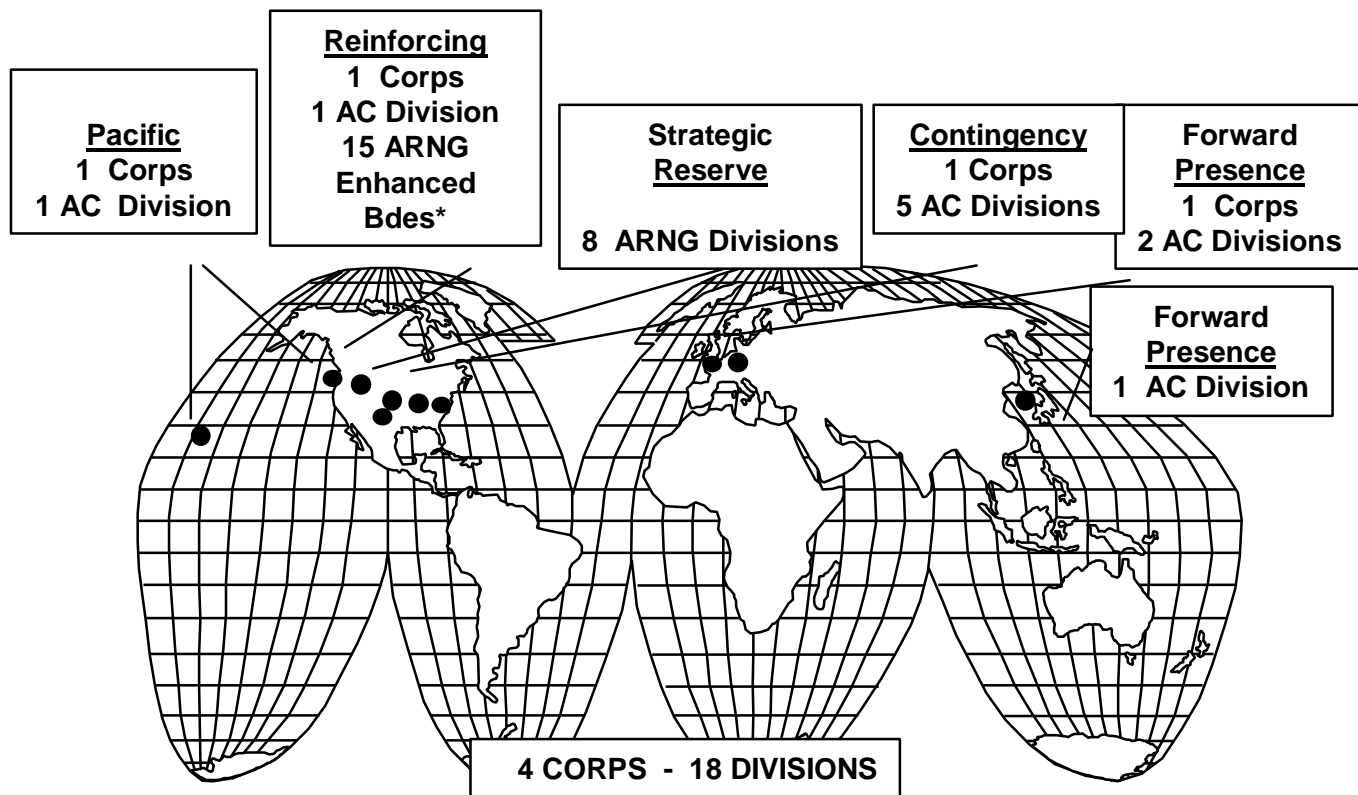
Reserve Component page 13



18 Division Stationing in FY 99

6

Combat Force Structure



* Brigades in transition to enhanced status

America's Active Army has changed!!!



From a *Forward-Deployed Army*...

Combat Force Structure

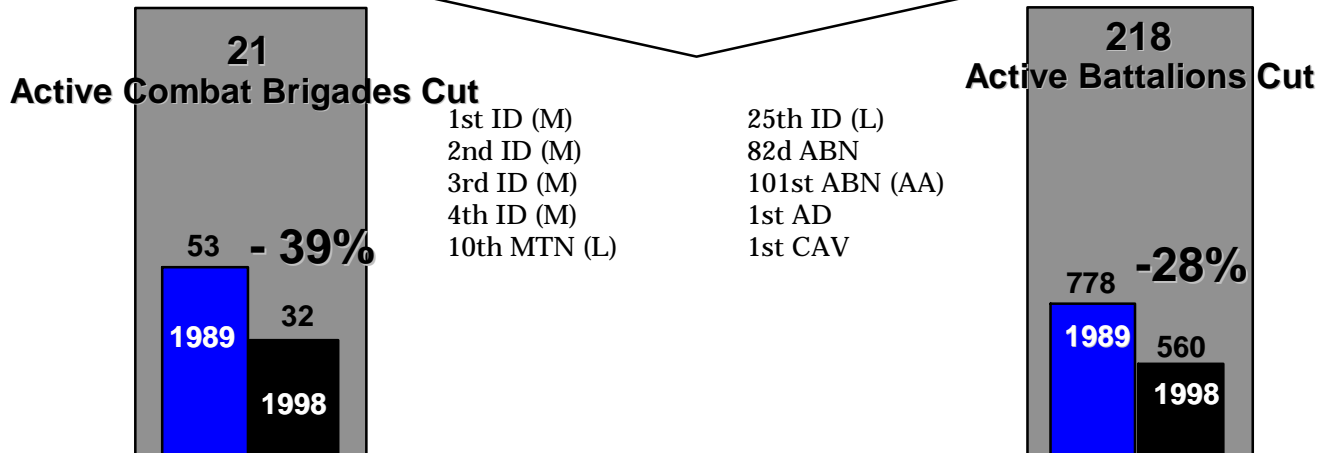
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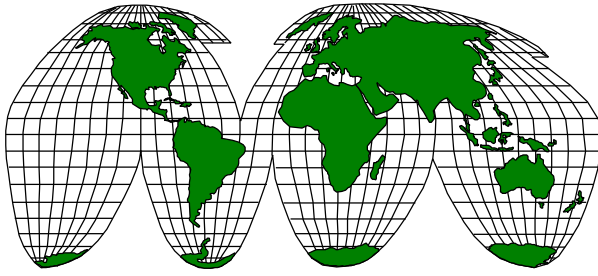
To a *Power Projection Army* based in the U.S.
... and ready to deploy anywhere needed!

From 18 Active Army Combat Divisions in 1989:

1st ID (M)	7th ID (L)	82d ABN
2nd ID (M)	8th ID (M)	101st ABN (AA)
3rd ID (M)	9th ID (Mtr)	1st AD
4th ID (M)	10th MTN (L)	2nd AD
5th ID (M)	24th ID (M)	3d AD
6th ID (L)	25th ID (L)	1st CAV

To the Current 10 Active Army Combat Divisions:





The Army Power Projection Capability for the Future

8

Power Projection

- A force with a full range of capabilities, able to deploy rapidly by land, air or sea.
- Modernized Army installations that enhance mobilization and deployment.
- State-of-the-art, integrated information management to plan and monitor power projection.
- Globally pre-positioned equipment and responsive war reserve support.
- Army power projection objectives:
 - *Provide a tailorable Corps of up to five Divisions with forcible entry capability.*
 - *Lead Brigade on the ground by C+4.*
 - *Lead Division on the ground by C+12.*
 - *Two armored/mechanized Divisions from CONUS by C+30.*
 - *A Corps and COSCOM by C+75.*
 - *Sufficient supplies (pre-positioned afloat) properly sequenced to arrive and sustain the force until establishment of lines of communication.*

**Summary of
Combat Force Structure
Changes**

UNITS	FY98*	DELTA	FY99
ACTIVE			
<u>Corps</u>	<u>4</u>	<u>0</u>	<u>4</u>
<u>Divisions</u>	<u>10</u>	<u>0</u>	<u>10</u>
4 Mech/2 Armor	6	0	6
2 Lt/1 Abn/1 AA	4	0	4
<u>ACR**</u>	<u>2</u>	<u>0</u>	<u>2</u>
1 Armor	1	0	1
1 Lt	1	0	1
ARNG			
<u>Divisions</u>	<u>8</u>	<u>0</u>	<u>8</u>
1 Mech/3Armor	4	0	4
3 Medium	3	0	3
1 Lt	1	0	1
<u>Sep Bdes***</u>	<u>3</u>	<u>0</u>	<u>3</u>
1 Armor	1	0	1
1 Infantry	1	0	1
1 Scout Group	1	0	1
<u>Enhanced Bdes</u>	<u>15</u>	<u>0</u>	<u>15</u>
5 Mech/2 Arm/1 ACR	8	0	8
7 Infantry	7	0	7

* Reflects status at year end

** Does not include 11th ACR

Brigade and 3rd Infantry Regt.

*** Plus Alaska Scout Group (+1)

FY99

CORPS

I CORPS
III CORPS
V CORPS
XVIII ABN CORPS

AC DIVISIONS

1ST CAV
1ST ID(M)
1ST AD
2ND ID(M)
3RD ID(M)
4TH ID(M)
10TH MTN (L)
25TH ID(L)
82ND ABN
101ST ABN (AA)



Military Personnel (Strength in 000s)			
	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
Active Component	491	488	480
Officer	(79)	(79)	(78)
Enlisted	(408)	(405)	(398)
Cadet	(4)	(4)	(4)
Reserve Component	867	852	834
Selected Reserve	583	570	565
USAR	(213)	(208)	(208)
ARNG	(370)	(362)	(357)
IRR-USAR	273	271	258
ING	<u>11</u>	<u>11</u>	<u>11</u>
Total Military*	1,358	1,340	1,314

*Totals may not add due to rounding

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The Total Army

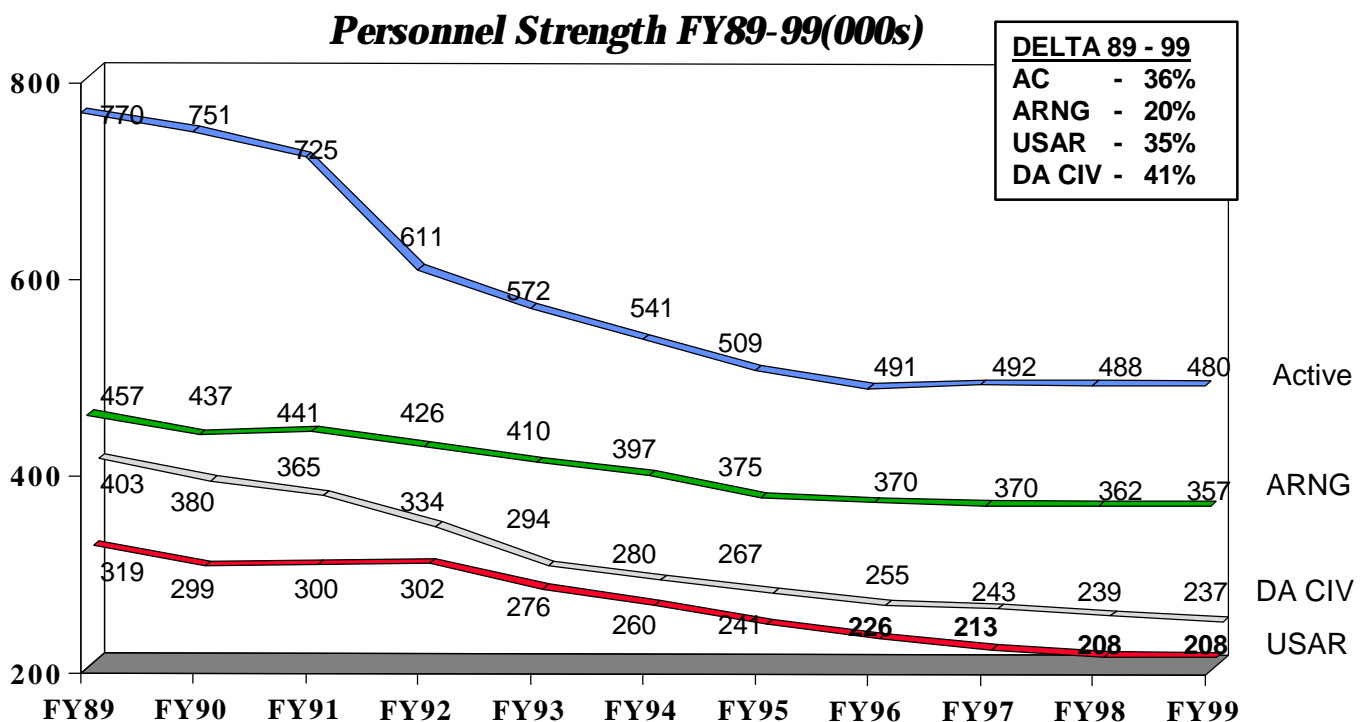
THE TOTAL ARMY FY99

Missions of Army Forces (with Allies and Forces of other U.S. Services):

- Deter aggression or coercion against the U.S., its allies, and national interests abroad
- If deterrence fails, fight and win across the spectrum of conflict anywhere
- Provide a full range of options to promote international stability
- Support domestic civil authority

To accomplish these missions, the Total Army consists of the following Components:

- **Active Component** *Forms the nucleus of the initial forces for combat*
- **Reserve Component** *Reinforces/augments active forces, individual replacements*
- **Civilian Component** *Provides critical support and sustainment*



“Soldiers are our credentials.”

-- General Dennis J. Reimer,
Chief of Staff, U.S. Army



The Total Army

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Training & Recruiting

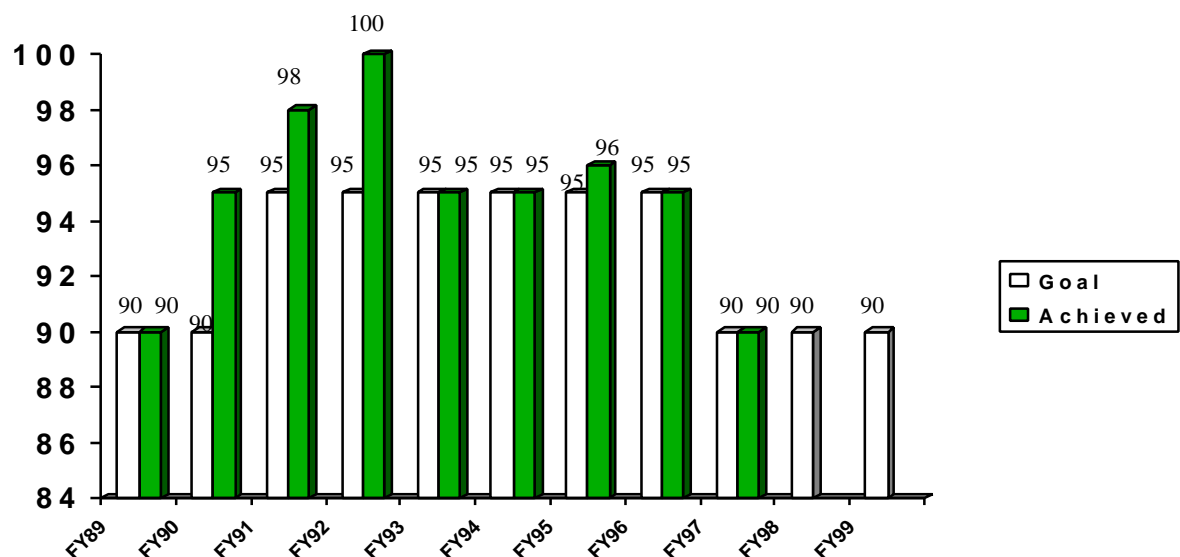
Individual	FY97	FY98	FY99
BA3 Mission (\$M)			
Accession *	207	208	223
Basic Skill *	923	978	1,124
Recruiting & Other *	580	584	553
Total Mission *	1,710	1,770	1,900

* Excludes Base Support

Institutional Training Workload (thousands)seats/year

Active	37.0	38.4	38.7
USAR	4.4	5.8	6.1
ARNG	7.4	8.5	9.0

Percent High School Diploma Graduate (HSDG)



- FY97-99 HSDG Goal = 90%
- FY89-97 Based on Actual Accessions
- FY91-96 HSDG Goal = 95%
- FY98-99 Based on President's Budget

**People are our most important resource and
MUST be FIRST in our priorities!!!**



**“A quality civilian force
that embodies the best of
this great nation.”**

**-- General Dennis J. Reimer,
Chief of Staff, U.S. Army**

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Civilian Component

Civilian Manpower (000s) End Strength

	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
OMA	133	130	131
RC	35	37	35
USAR (OMAR)	(10)	(11)	(11)
ARNG (OMNG)	(25)	(26)	(24)
RDTE	23	21	21
MCA	5	6	6
Family Housing	1	1	1
DWCF	26	26	24
*Total Direct Hire	223	221	218
OMA	19	18	17
Other	1	1	1
Total Indirect Hire	20	19	18
*Total Civilians	243	239	237

*** Totals may not add due to rounding.**

America's Community Based Army...



Army Reserve becoming
primarily *Support Forces*.



More
important
than
ever!



National Guard becoming
Balanced Combat Forces.

Reserve Component

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The roles of Army Reserve and National Guard are changing to leverage their core competencies.

- ↓ Reshaping to meet Total Army requirements.
- ↓ Essential for Army's short-notice operations.
- ↓ Fully integrated into the Army's warplans.
- ↓ Relevant in Army's day-to-day missions.

At the same time, the Army Reserve and National Guard are downsizing by 26% from FY89-99.

1989 Army Reserve From
29 Command & Control
HQ/Training Divisions
319K End Strength

1989 National Guard From
10 Divisions/23 Bde Equivalents
457K End Strength

1999 Army Reserve To
10 Regional Support Cmds
7 Training Divisions
208K End Strength

1999 National Guard To
8 Divisions, 15 Enhanced Bdes
3 Theater Defense Bdes
357K End Strength

Increased Army Reserve and National Guard readiness requirements are receiving more active Army training support.

Army Reserve and National Guard soldiers are an integral part of America's Army... demonstrating their commitment and capabilities every day at home and abroad.

United States Army Reserve (USAR)



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Reserve Component

Highlights

MANNING

	FY97	FY98*	FY99*
Military ES	212,850	208,000	208,000
Paid Drill Strength	191,418	190,352	189,968
Full-Time Support			
AGR	11,804	11,500	11,804
Mil Techs	6,799	6,799	6,474
DA Civilians	1,216	1,215	1,248
Active Component	997	590	585
IMA	9,628	6,148	6,228
IRR	273,298	270,551	257,951

TRAINING

School & Special	155	119	182
Units / Cells*	2,128	1,804	2,000
Soldiers*	13,760	12,752	13,000

EQUIPPING (\$M)

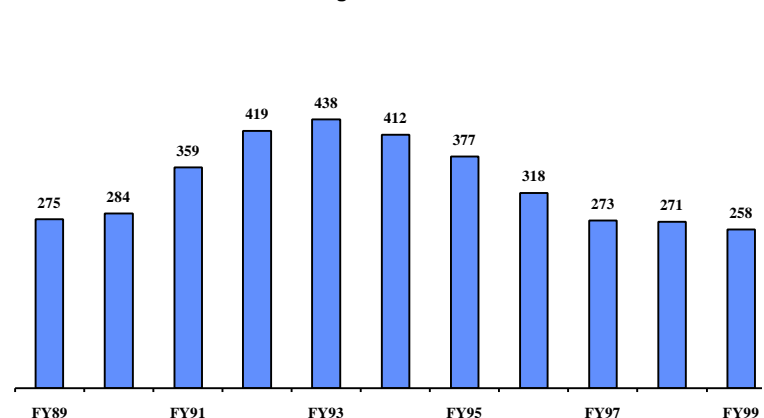
NG & Reserve Equip	115	N/A	N/A
Org Cloth & Ind Equip (OCIE)	5	5	5
OCIE Backlog	275	290	312

FACILITIES (\$M)

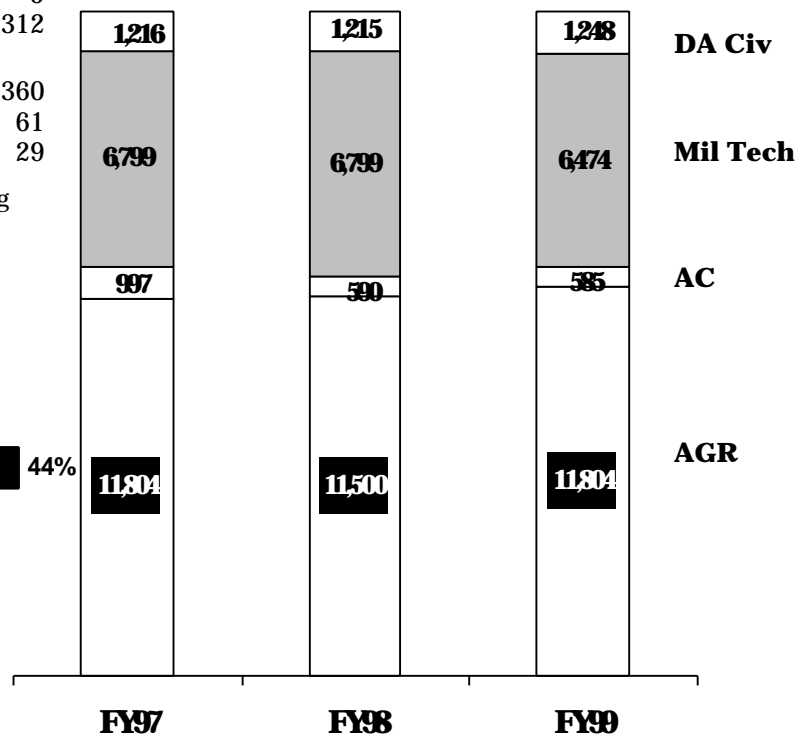
Backlog Maint & Repair	211	269	360
Funded Maint & Repair	70	90	61
Leases	24	31	29

*Overseas Deployment (FY98/99 based on CINCPAC Support being available and 21 days ADT)

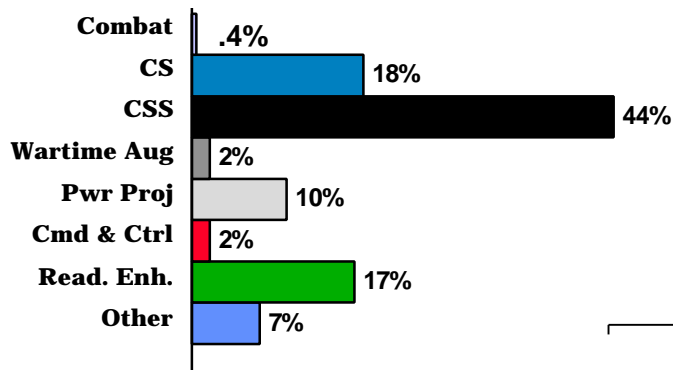
Individual Ready Reserve (IRR)
Strength in 000s



Army Reserve (USAR) Full Time Support (Strength)



FY99 Force Structure: % of USAR Force (Authorizations):



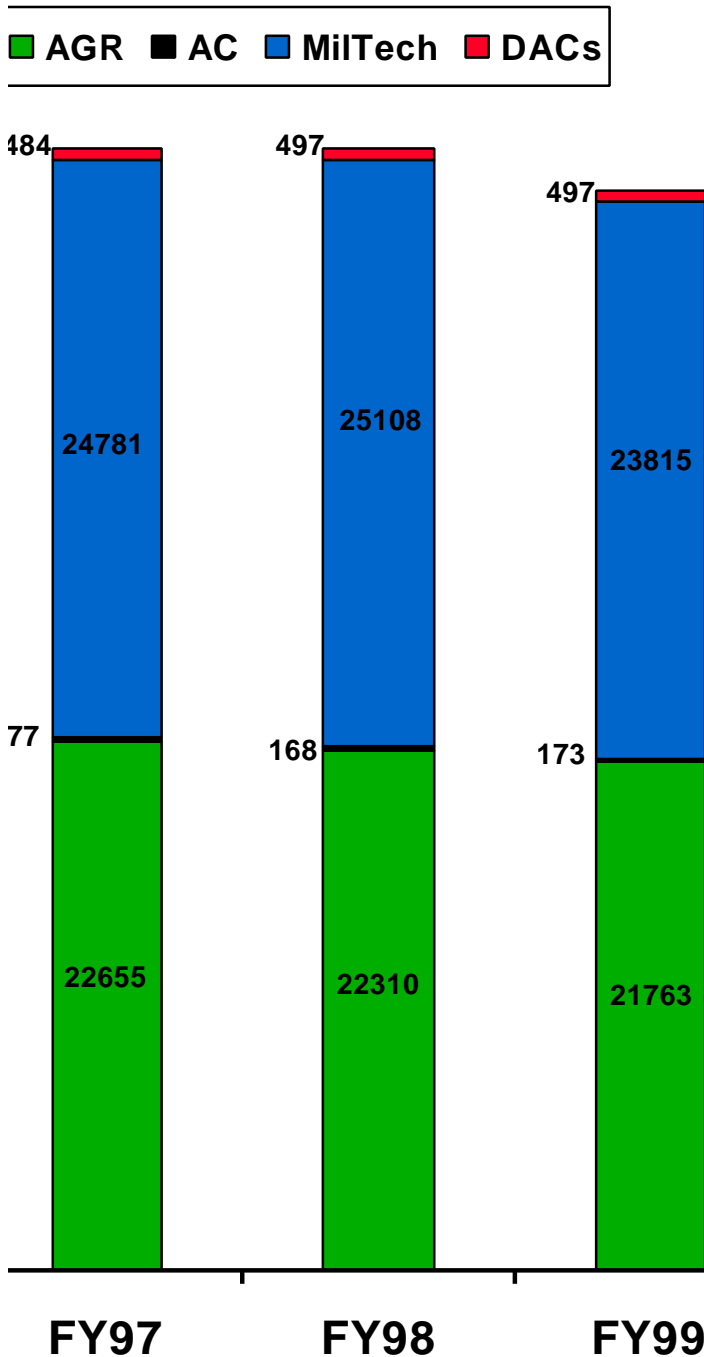
- NOTE: Full-time support includes all categories as defined in DODD 1206.18.
- USAR AC includes only those assigned to units, OCAR, and USARC.
- USAR MILTECH includes those assigned to SOCOM.
- USAR DA Civ excludes CONUSA HQ positions.

Army National Guard (ARNG)



Reserve Component

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Highlights

COMBAT FORCE STRUCTURE

	FY97	FY98	FY99
Divisions	8	8	8
Separate Brigades	1	1	1
Enhanced Brigades	15	15	15

MANNING

Military ES	370,046	361,516	357,000
Paid Drill Strength	347,391	339,206	335,237
Full-Time Support			
AGR	22,655	22,310	21,763
Mil Techs	24,781	25,108	23,815
DA Civilians	484	497	497
Active Component	177	168	173
ING	10,507	10,507	10,507

TRAINING

School & Special (\$M)	141	95	110
JRTC Rotations	0	3	3
NTC Rotations (BNs)	0	4	4
Training Aids, Support & Services (\$M)	8	9	9

EQUIPPING (\$M)

NG & Reserve Equip	100	N/A	N/A
SFSI	90	82	78
SFSI Backlog	352	389	434
Receipt of Key Equip (Qty)			
BFVS	0	0	0
ABRAMS TANKS	216	256	0
AH-64	0	0	0
UH-60	56	60	39
CH-47	3	0	0

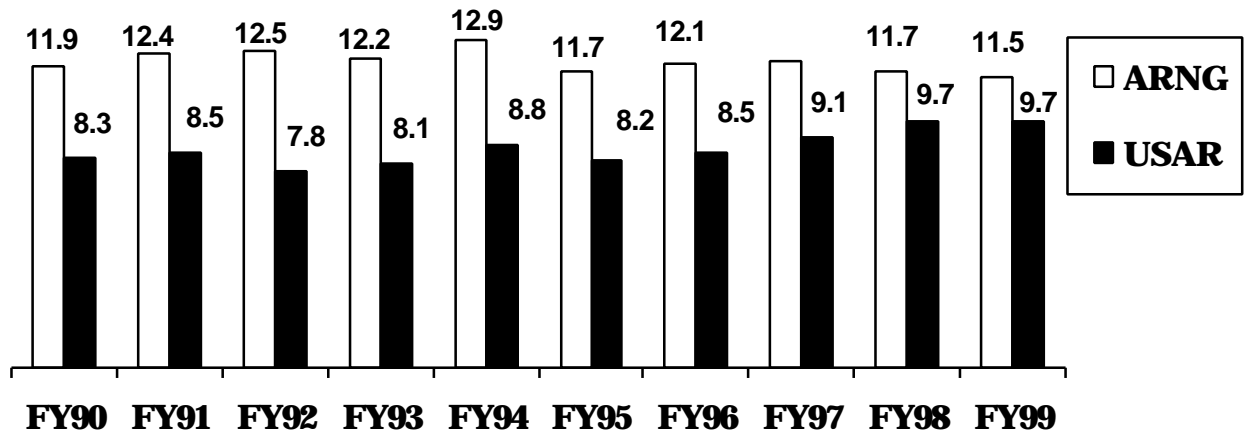
SUSTAINING (\$M)

Repair Parts/DLRs	161	227	251
Backlog	437	605	756

FACILITIES

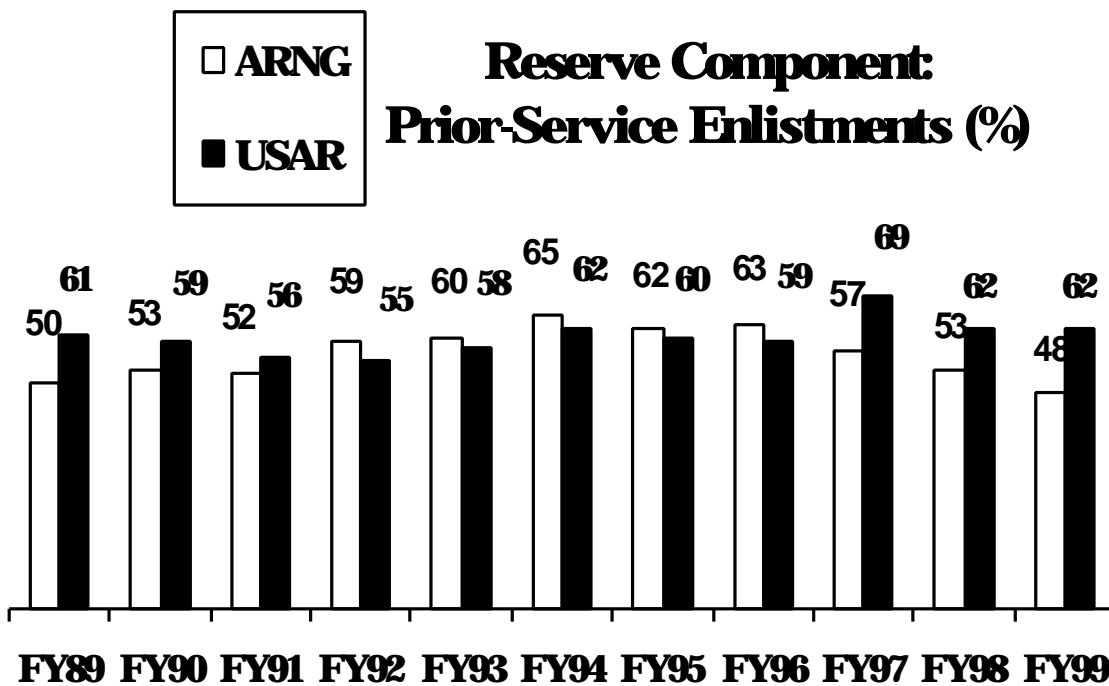
BMAR (OMNG) (\$M)	340	365	453
MILCON(MCNG)(\$M)	78	102	48
Real Property O&M (\$M)	51	136	91
Constr Backlog (\$B)	4	3	3

Reserve Component (RC) % Full Time Support



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Reserve



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Outlays and Budget Authority page 28

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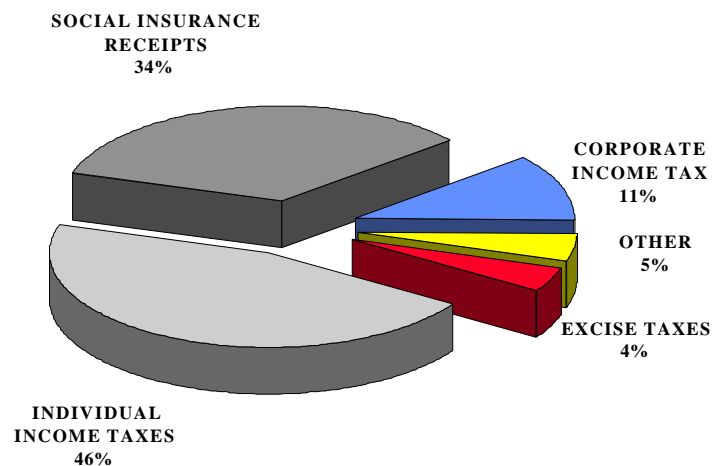
FY99 Federal Government Dollar Estimate...



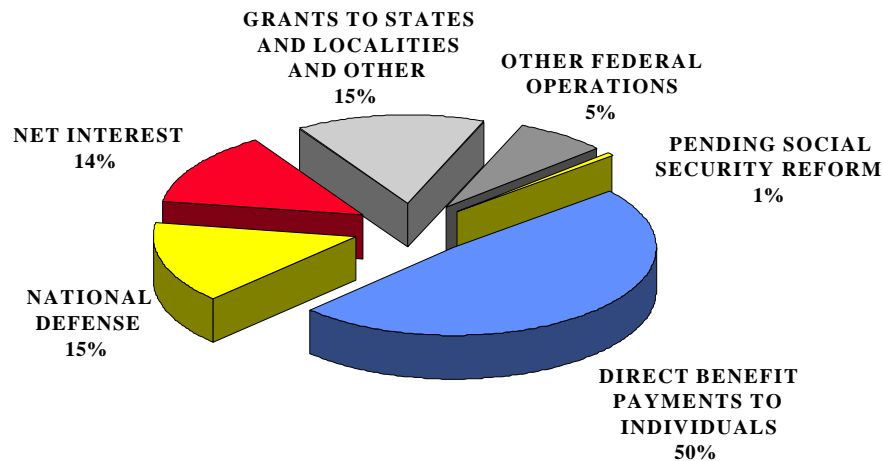
18

Budget Overview

Where It Comes From.....



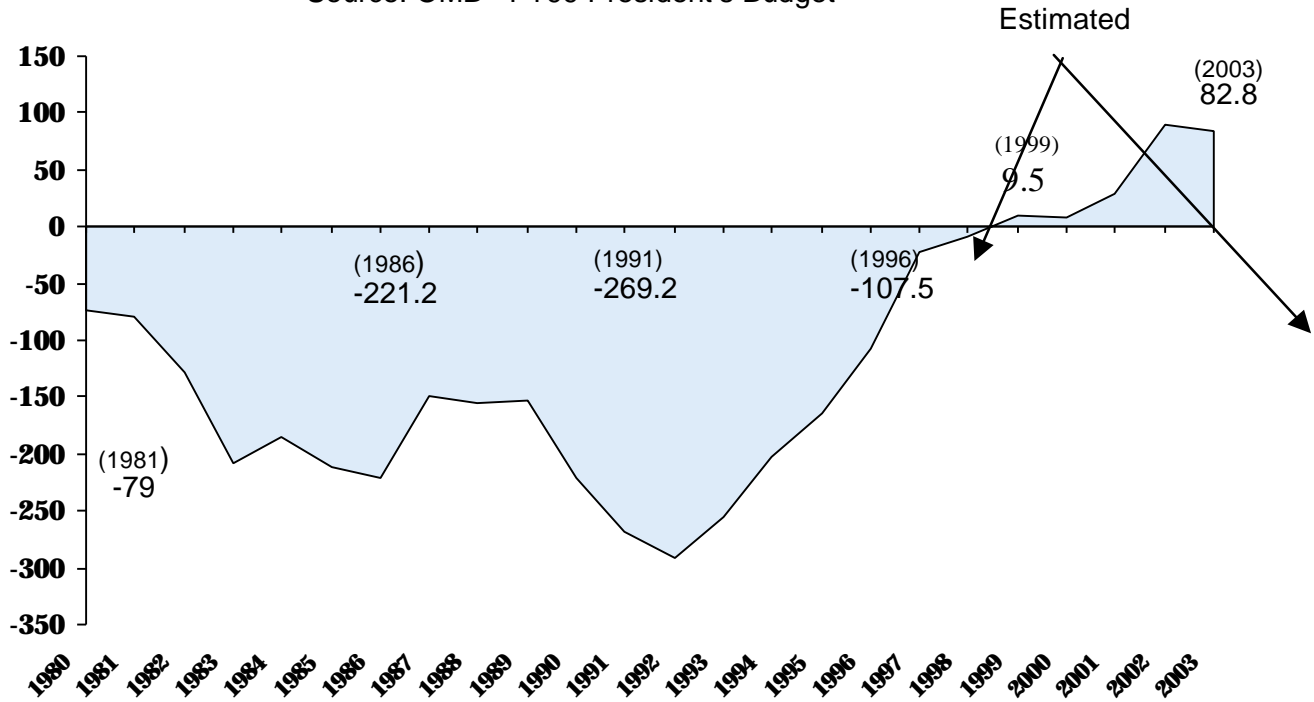
Where It Goes.....



(Undistributed Receipts = -3%)

The Federal Deficit(FY80-98)/Surplus(FY99-03)*

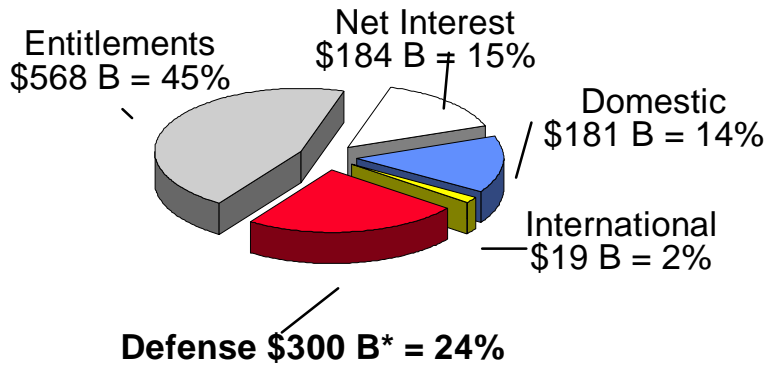
Source: OMB - FY99 President's Budget



*FY99-03 Reserve Pending Social Security Reform

Budget Overview

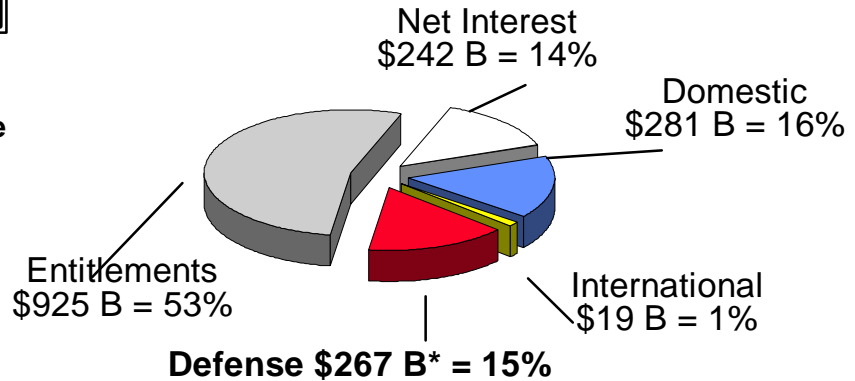
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***FY99 Outlays
\$1.73 Trillion**

**FY90 Outlays
\$1.25 Trillion**

*Total National Defense



*Numbers may not add due to rounding



“Numbers Matter.”

--GEN Dennis J. Reimer
Chief of Staff, U.S. Army

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Funding Profile

The FY99 budget supports the Army's vision and commitment to maintain a total quality force of Active, Reserve, and National Guard soldiers and civilians. It supports the “shape, respond, prepare” strategy validated by the Quadrennial Defense Review. Such a seamless, total force is capable of executing the full spectrum of operations and employing the most modern equipment available. The budget also emphasizes quality of life for our most precious resources - America's sons and daughters - our soldiers.

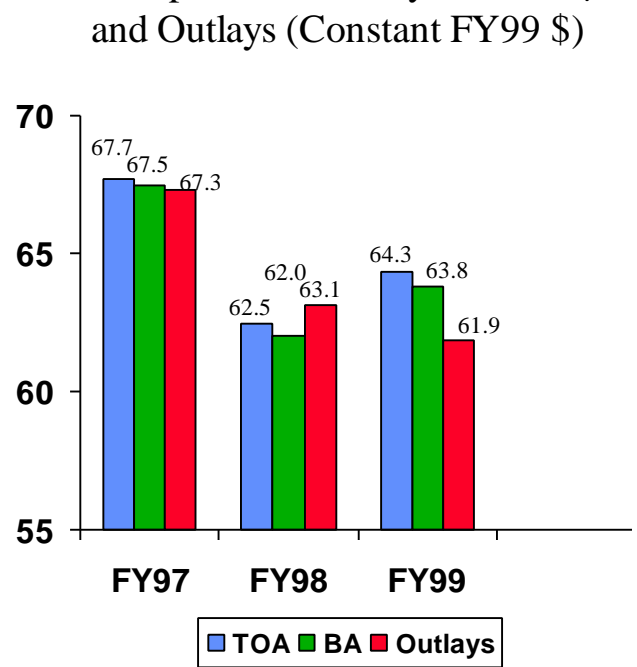
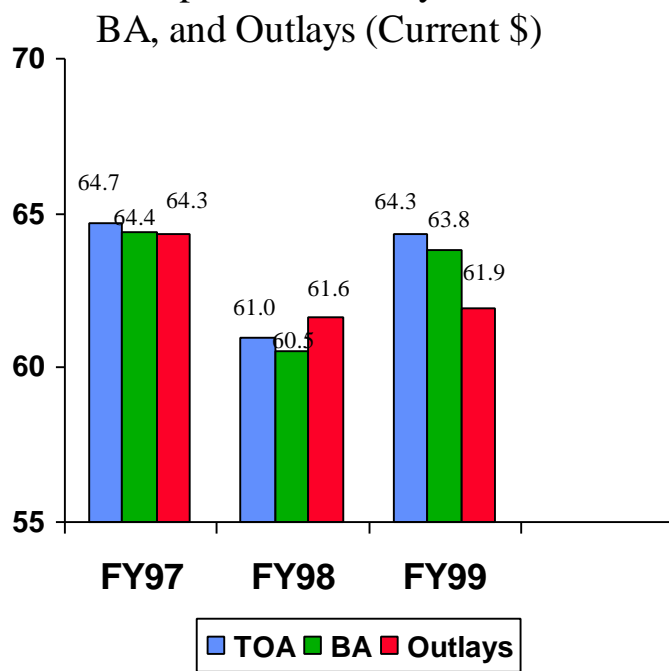
The budget has been balanced to preserve readiness, enhance modernization, integrate the force structure, and maintain quality of life. For example, it provides for operational training that is still superior to that of any other nation in the world. At the same time, critical modernization programs such as Crusader, Comanche, Longbow Apache, Longbow Hellfire, Army Tactical Missile System-Brilliant Anti-Tank (ATACMS-BAT), Abrams Tank Upgrade, and the Family of Medium Tactical Vehicles (FMTV), continue to move forward. Moreover, the Army's digitization strategy, which will ensure information dominance, situational awareness, and combat overmatch, is adequately funded in this budget.

The FY99 budget integrates the force structure, continuing the Army's progress toward improved Active Component and Reserve Component (AC/RC) integration. Increased modernization investment in the Reserve Component and implementation of the ARNG Division Redesign Study are two examples. The budget seeks to maintain quality of life programs in Fiscal Year 1999. At the forefront, a 3.1 percent pay raise and a Fiscal year 1999 barracks construction program are fully funded.

The Army fully endorses Defense Secretary William Cohen's efforts to reduce the Department's infrastructure and overhead to ensure resources are available to support future readiness and force structure. Therefore, the Army strongly endorses the proposal for two additional BRAC rounds.

The Army continues to pursue a variety of management initiatives designed to produce efficiencies and streamline operations. The FY99 budget includes \$1.3 billion in savings across all functional areas.

The FY99 budget also includes \$1.5 billion in transfers of Defense-wide programs to the Army (e.g., Chemical Demilitarization, Commissaries, and Defense Reform Initiatives).

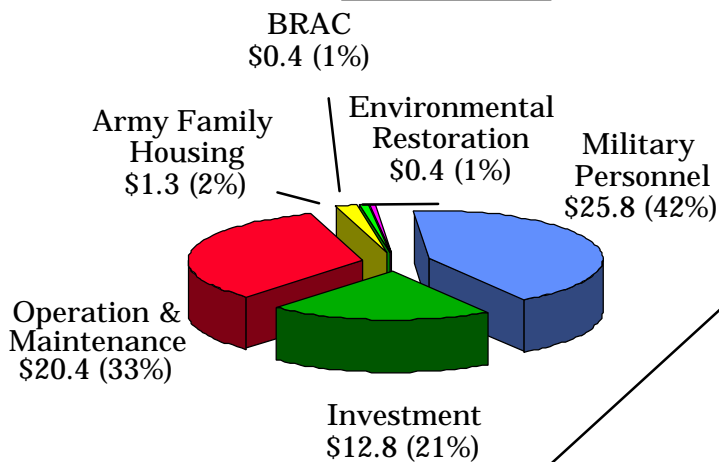


Funding Profile

21

FY98 TOA Funding Profile

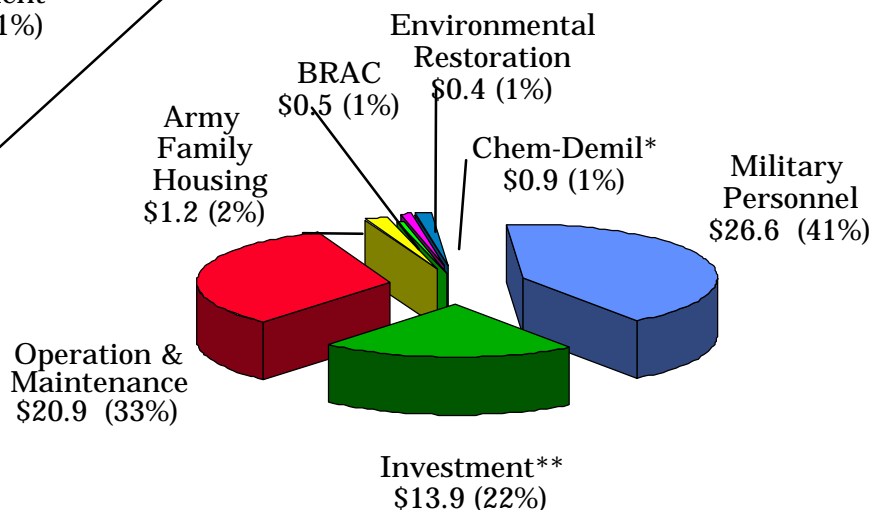
\$61.0B



Current \$B***

FY99 TOA Funding Profile

\$64.3B

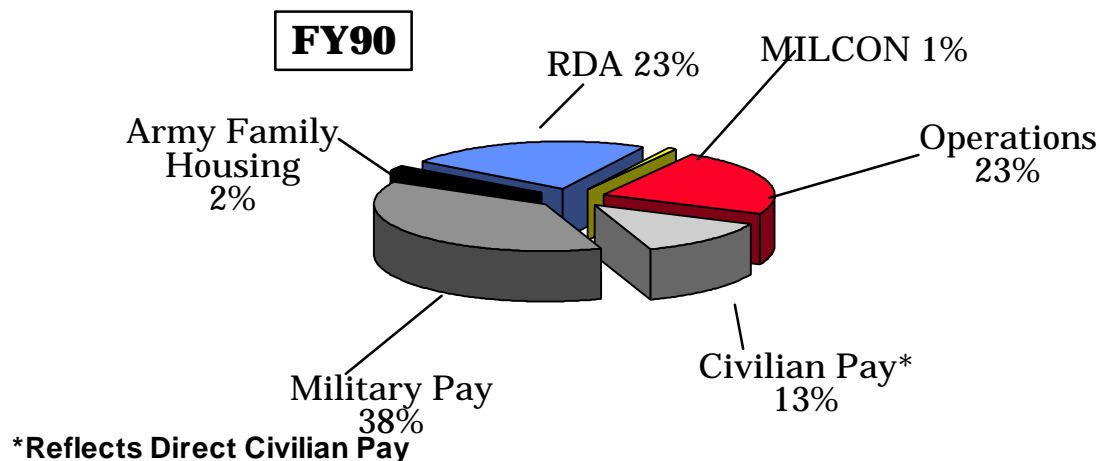


* Chemical Demilitarization is an Army appropriation beginning in FY99

** Investment includes Procurement, RDTE, and MILCON

*** Totals may not add due to rounding.

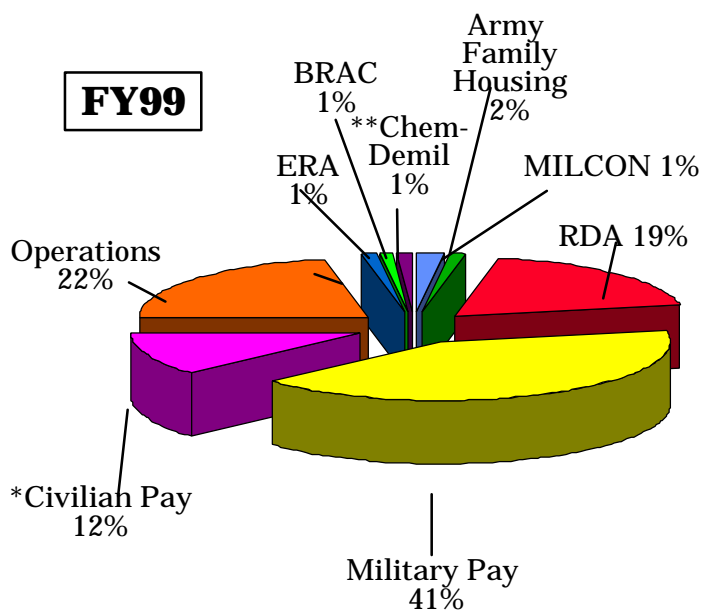
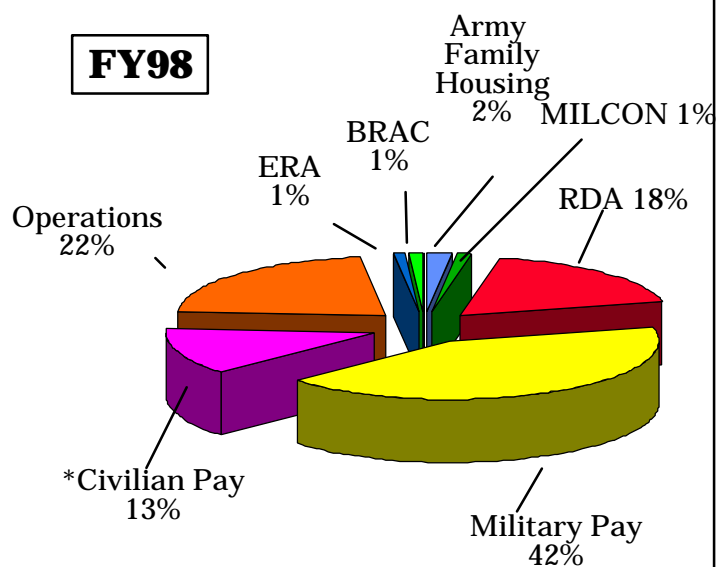
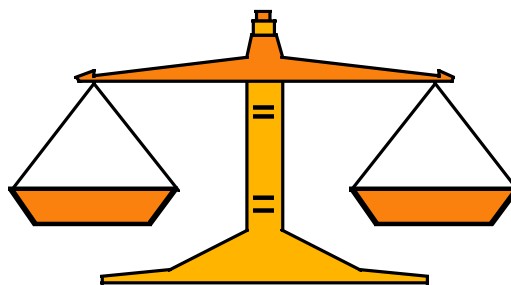
Army Program Balance (%)



22

Program Balance

*Comparison of FY90 (Cold War Years)
to FY98 and FY99 (current Budget Years)*



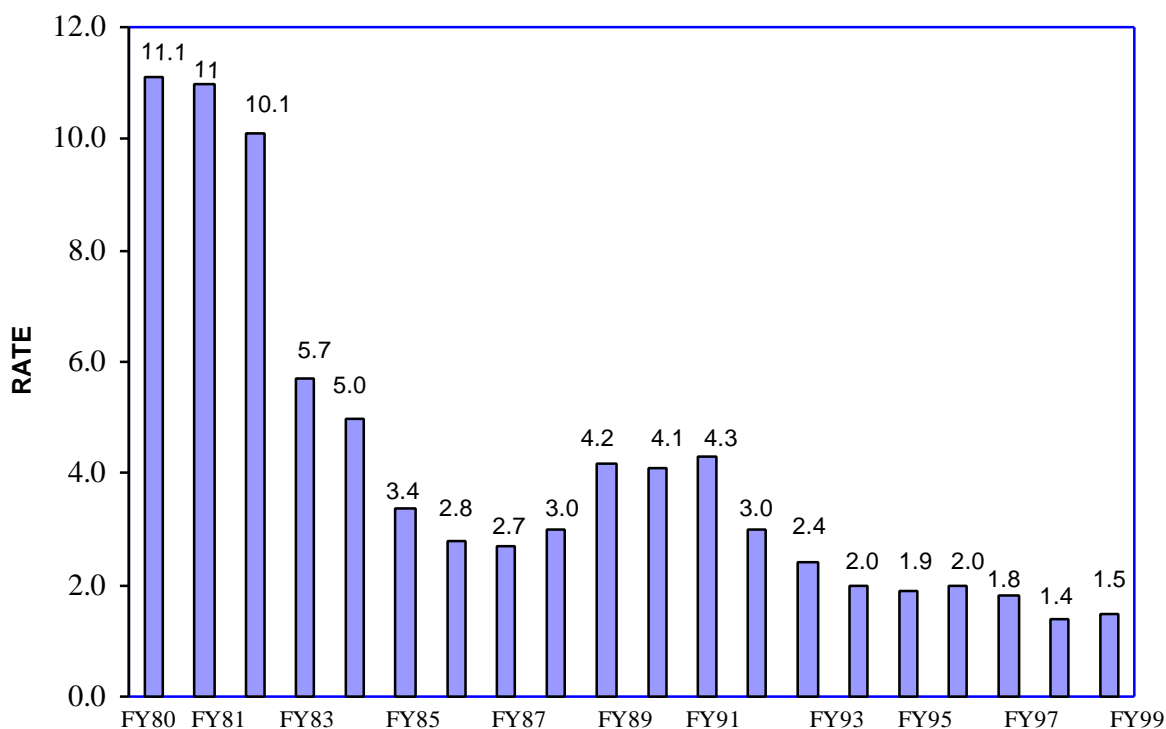
Army Budget Pay & Inflation Rates (%)

<u>CATEGORY</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
Pay Raises (%)			
(Military)	3.0	2.8	3.1
(Civilian)	3.0	2.8	3.1
Price Escalation Indices (Outlays) (%)			
O&M Fuel	1.3	19.7	-8.8
Medical	3.9	3.4	3.9
All Other Purchases	1.8	1.4	1.5

NonPay Inflation, Pay, & Exchange Rates

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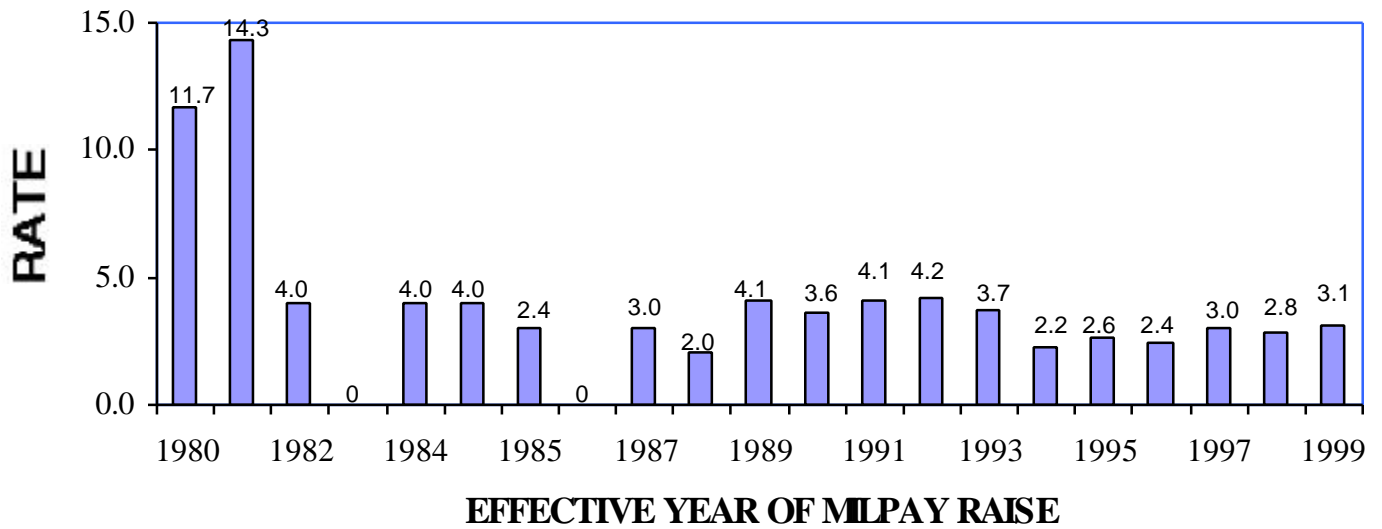
NONPAY INFLATION



Exchange Rates for Budgeting

	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
DM	1.51	1.81	1.79
YEN	109.00	121.17	130.45
WON	821.50	907.60	1,342.40

MILPAY RAISE*

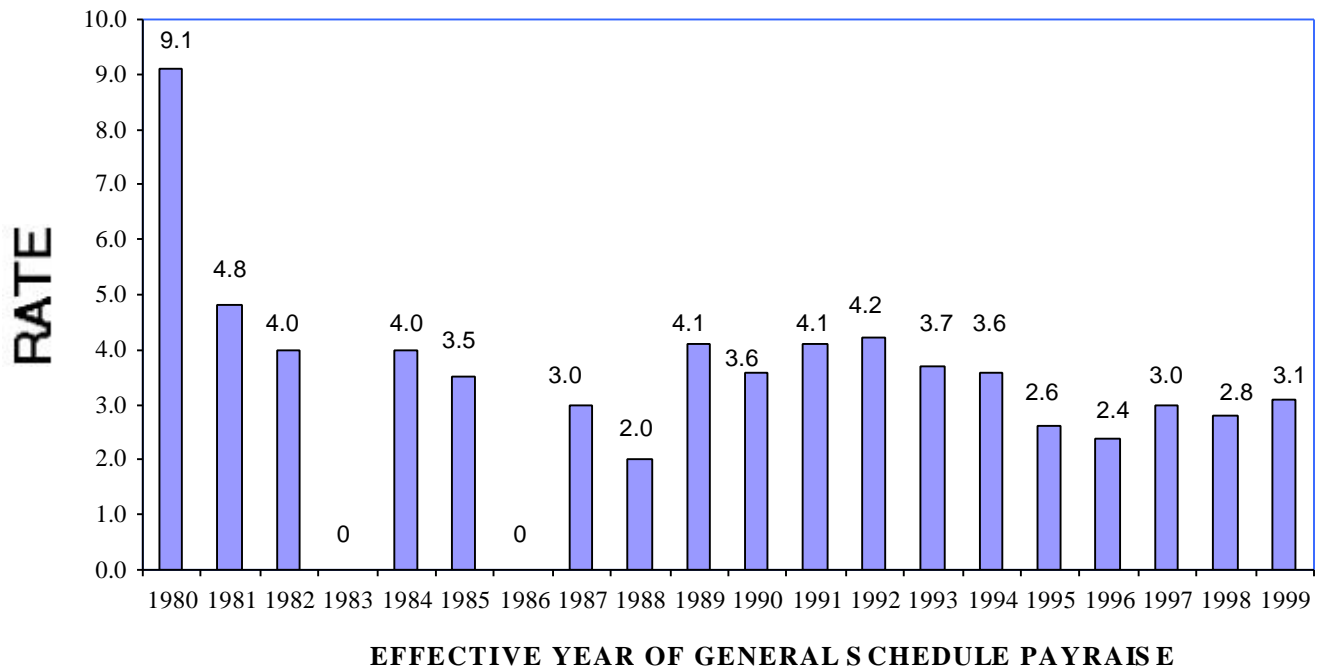


** No Pay Raises in FY83 and FY86.
Two Pay Raises occurred in FY85*

24

Pay Raises

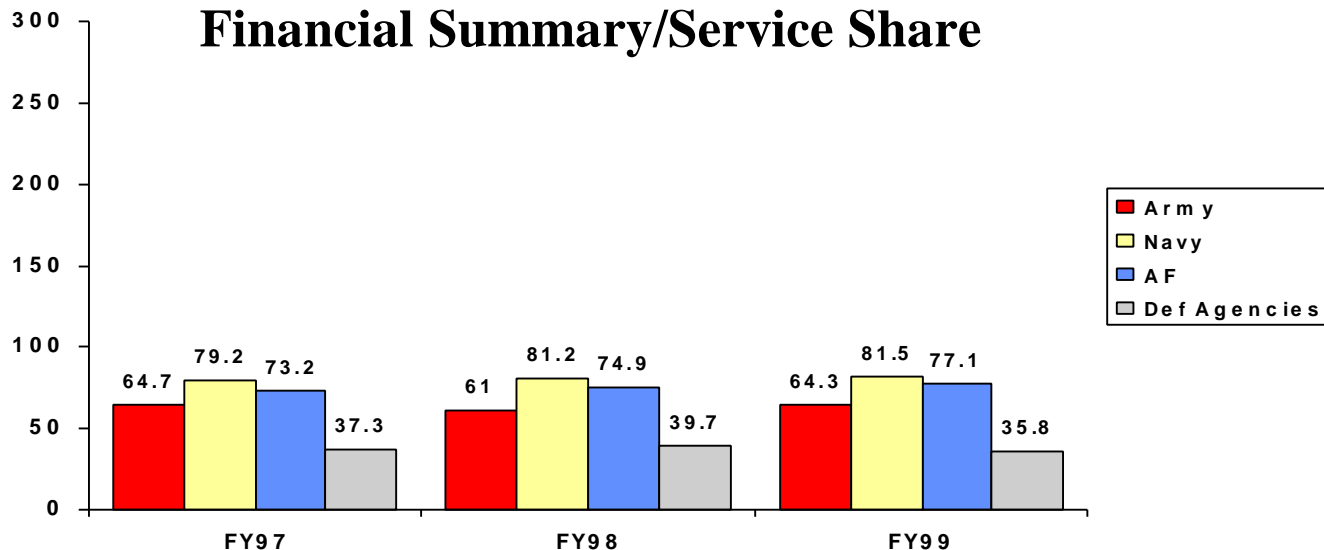
GENERAL SCHEDULE PAYRAISES*



** No Pay Raises in FY83 and FY86.*

FY99 Defense Budget (TOA \$B)*

Financial Summary/Service Share



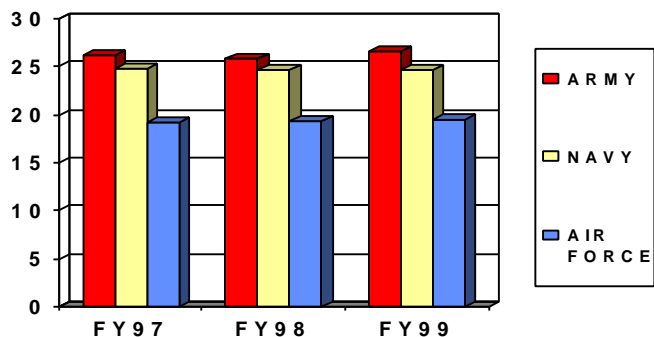
* Totals may not add due to rounding

** Chemical Demilitarization (\$.1B), Commissaries (\$.3B), Defense reform initiatives (\$.2B) transferred into Army in FY99

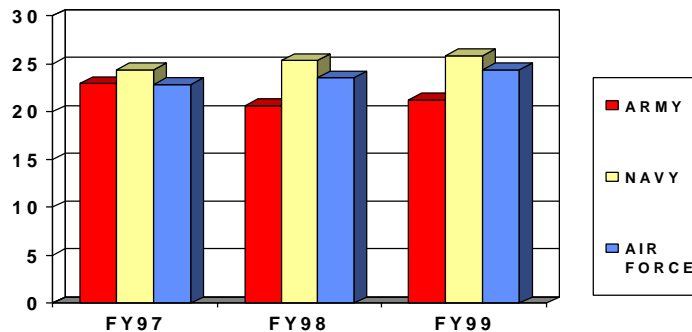
TOA Trends by Service in \$B

25

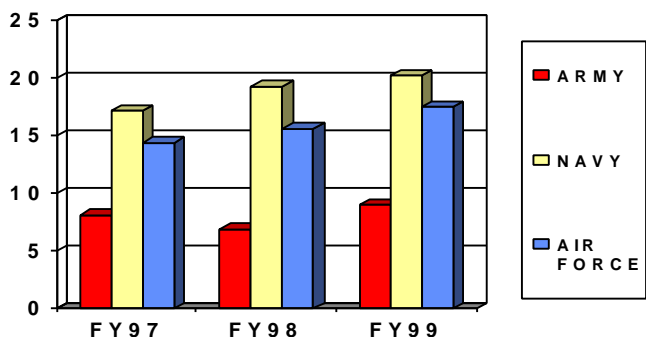
MILPERS



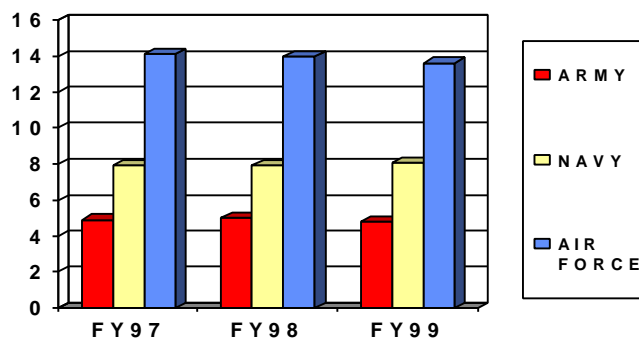
OPERATION & MAINTENANCE



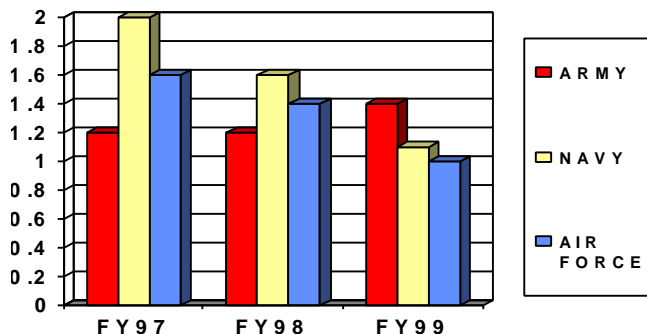
PROCUREMENT



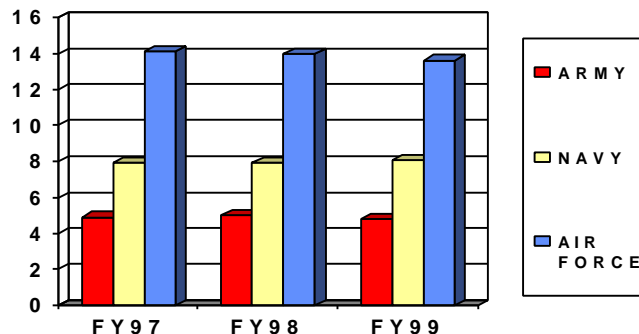
RDTE



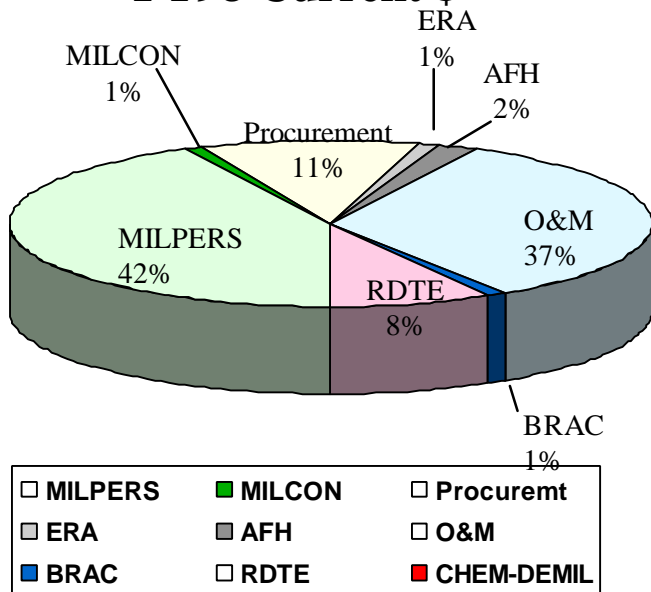
MILCON



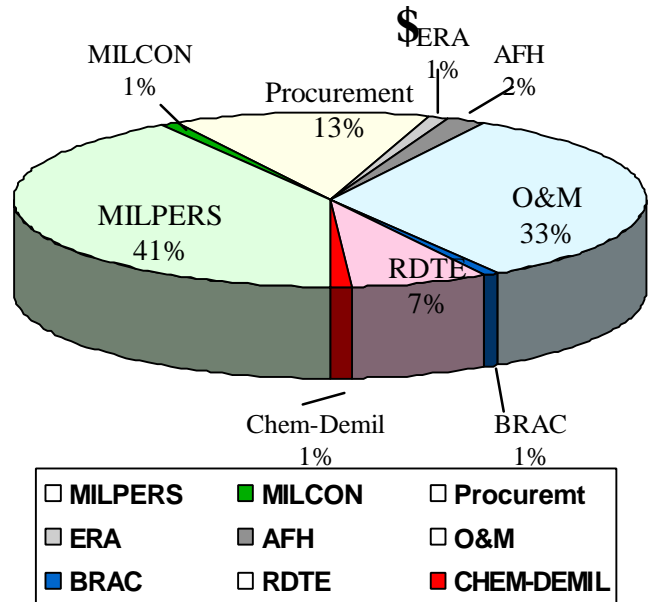
AFH



TOA by Title FY98 Current \$



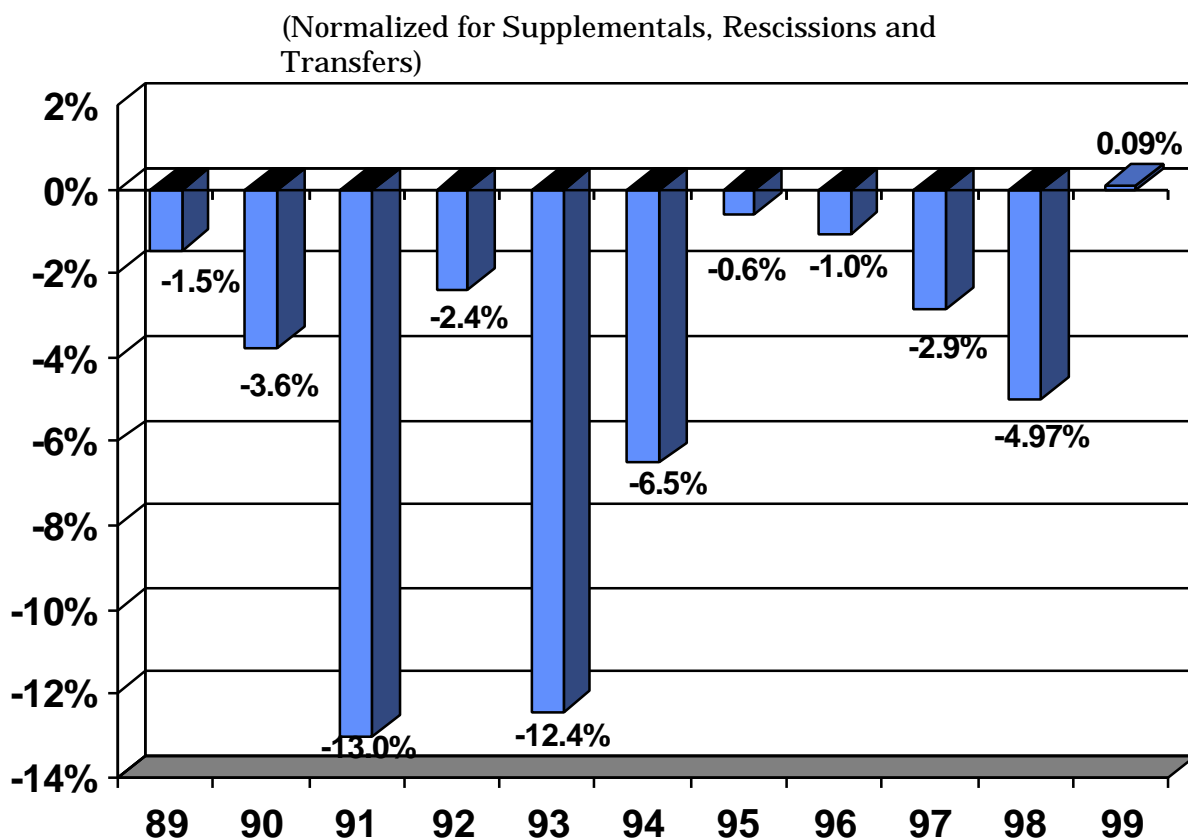
TOA by Title FY99 Current

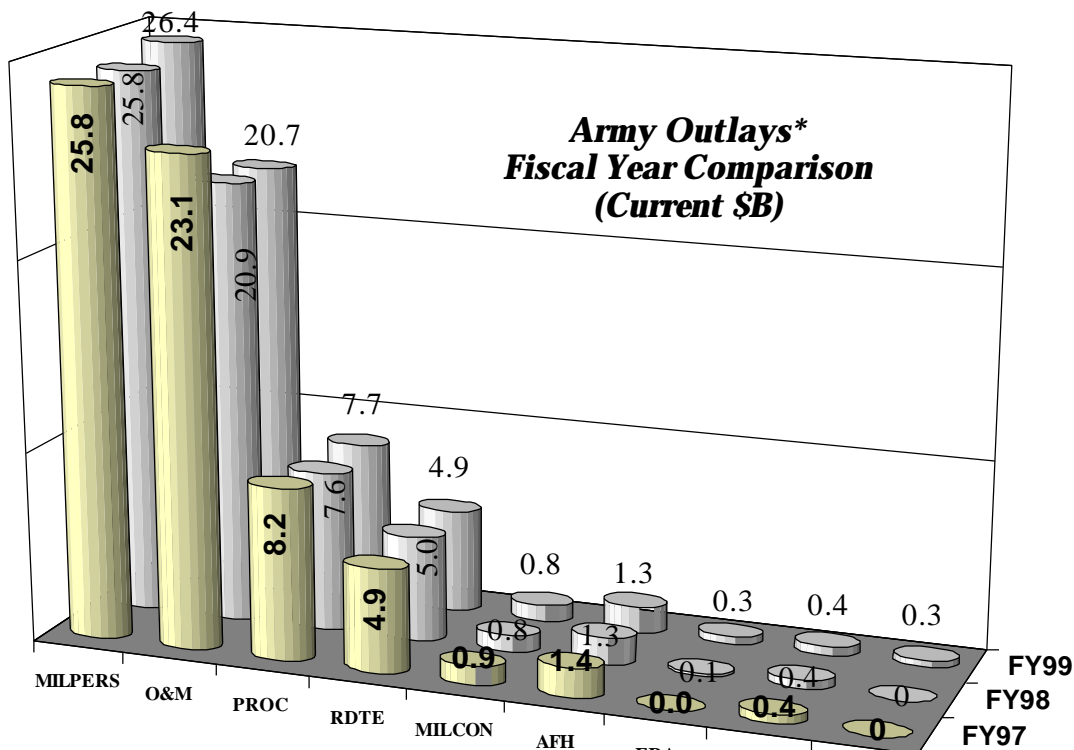


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TOA Trends

ARMY TOA TRENDS FY89-99





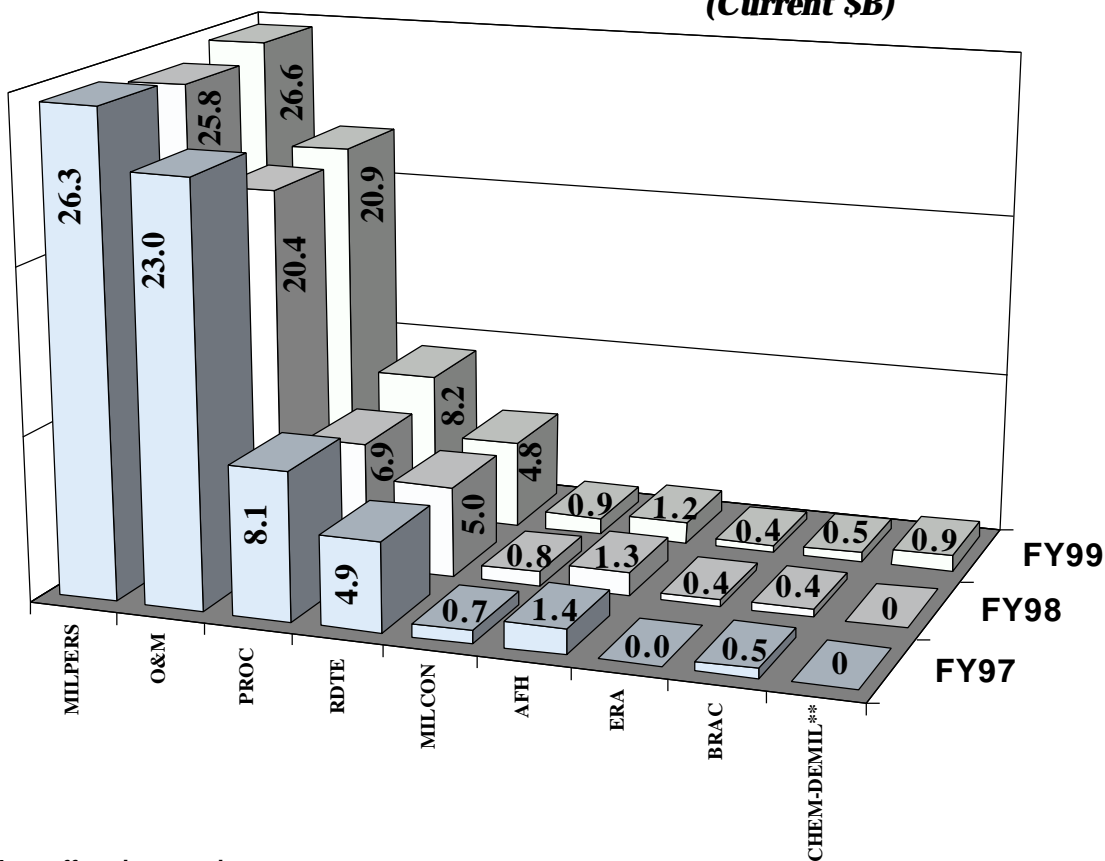
* Does not reflect offsetting receipts

** Chemical Demilitarization is an Army appropriation beginning in FY99

Outlays and Budget Authority

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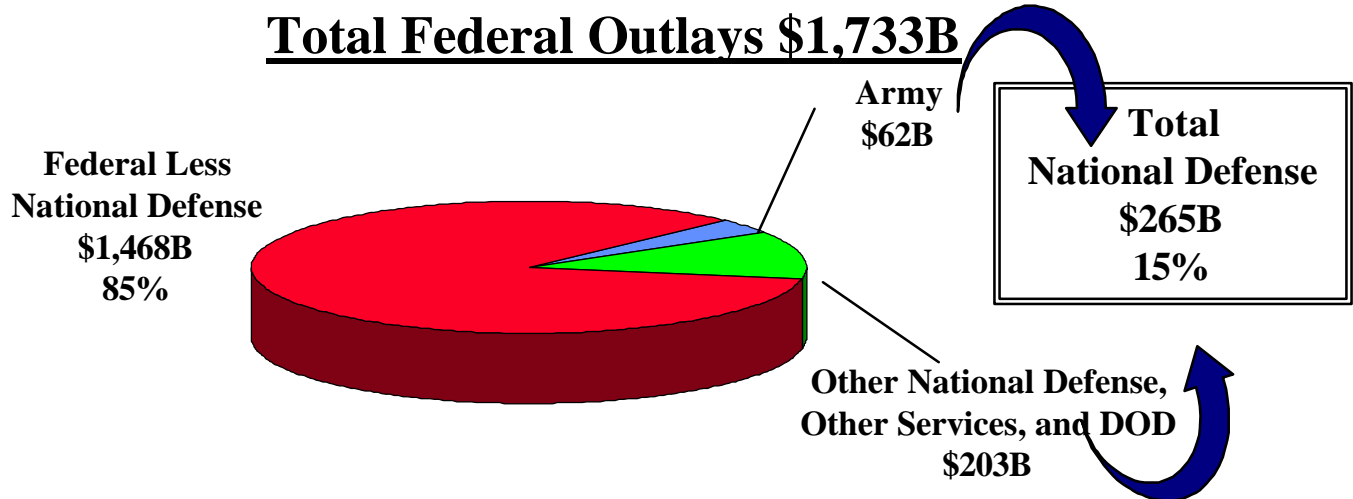
Army Budget Authority*
Fiscal Year Comparison
(Current \$B)



* Does not reflect offsetting receipts

** Chemical Demilitarization is an Army appropriation beginning in FY99

FY99 National Defense and Army Outlays as a Percentage of Total Federal Outlays



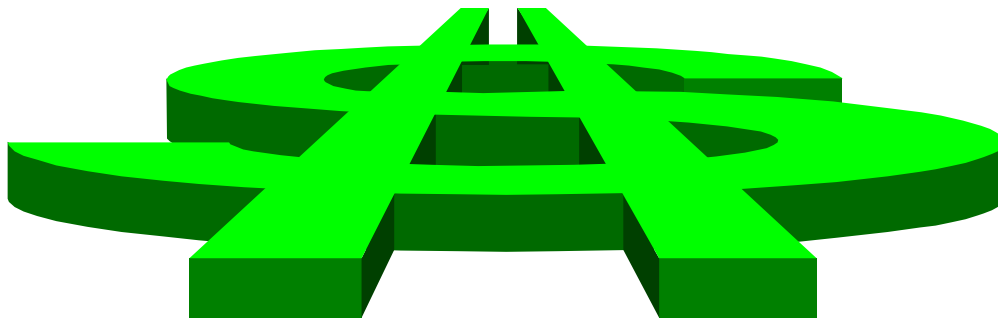
28

Outlays

Army FY99 Outlay Rates (As Percentage of TOA) by Year

Rates by Years

<u>Appropriation Category</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	
Personnel						
Army	94	6				100%
National Guard	92	7	1			100%
Army Reserve	92	6	1			99%
Operation & Maintenance						
Army	73	21	4	1	1	100%
National Guard	79	17	1			97%
Army Reserve	70	24	3	1		98%
Procurement						
Aircraft	24	40	32	2	1	99%
Missiles	10	32	38	13	5	98%
WTCV	15	46	29	8	2	100%
Ammunition	35	35	15	6	4	95%
Other Procurement	19	42	26	6	4	97%
RDTE	58	33	5	2	1	99%
Military Construction						
Army	8	30	28	18	10	94%
National Guard	7	27	31	24	7	96%
Army Reserve	5	38	25	14	13	95%
Family Housing						
Operations	69	26	4	1		100%
Construction	2	33	27	21	8	91%
BRAC	15	36	29	10	7	97%



Army TOA

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Fiscal Years 1997, 1998, 1999 Summary (\$M)

	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
<u>Military Personnel, Army</u>	20,738	20,452	21,002
<u>Operation and Maintenance, Army</u>	19,530*	16,733	17,273
<u>Procurement</u>	8,072	6,941	8,174
Aircraft	(1,329)	(1,323)	(1,326)
Missiles	(1,003)	(744)	(1,206)
WTCV	(1,419)	(1,291)	(1,434)
Ammunition	(1,143)	(1,020)	(1,009)
Other Procurement	(3,178)	(2,563)	(3,199)
<u>Research, Development, Test & Evaluation</u>	4,916	5,025	4,781
<u>Military Construction, Army</u>	581	631	791
<u>Environmental Restoration, Army</u>	0	375	378
<u>Army Family Housing</u>	1330	1301	1208
Operations	(1,171)	(1,105)	(1,105)
Construction	(159)	(196)	(103)
<u>Reserve Components</u>			
<u>National Guard</u>			
Personnel	3,402	3,334	3,405
Operations	2,294	2,419	2,437
Construction	78	102	48
<u>Army Reserve</u>			
Personnel	2,057	2,032	2,152
Operations	1,141	1,208	1,203
Construction	56	55	71
<u>BRAC</u>	471	398	489
<u>Chemical Demilitarization**</u>	0	0	855
Total***	64,664	61,007	64,263

*includes \$339M ERA executed

** Chemical Demilitarization is an Army appropriation beginning in FY99

***Totals may not add due to rounding